

Overview of Access-to-Housing Transition Components and Phases

Transition Components	Phase I <i>“Accessing the System: Getting it Right”</i> Q4 2016 – Q2 2018	Phase II <i>“Enhancing the System: Focused on Success”</i> Q2 2019 - ongoing	Phase III <i>“Responsive and Integrated System: Continuous Improvement”</i> Q2 2020 – ongoing
Program	<ul style="list-style-type: none"> • Maintain legislative compliance (verified) • Complete business process maps and critical review for gaps and efficiencies (underway) • Review and update policies • Revise all forms and letters • Revise system of reviews (Social Housing Review Panel) (started) • Integrate existing housing allowance and rent supplement programs • Develop and test Assessment and Service Integration (ASI) program components: Front-end Assessment (FEAs) and Move-in Readiness (MIR) • Assess the impact on the expiry of time limited Housing Allowance programs • Go live: April 1, 2018 with uninterrupted service, including contingency plan 	<ul style="list-style-type: none"> • Revise process maps to maximize efficiencies • Fully implement FEAs and MIR enhancements • Continue ASI program and policy planning, development and testing • Increased coordination and available referrals with other City-delivered income and housing stability related support programs (e.g. Ontario Works, Employment Services, Child care and Home Management) • Streamline the application process through online applications and other tools to improve service and reduce costs over time • Standardize private sector landlord recruitment and retention practices • Review forms and letters 	<ul style="list-style-type: none"> • Implement new programs as developed and tested in Phase II • Explore integration with non-RGI programs (e.g. Housing Stability Benefit, Emergency Repair Programs) • Explore broadening services and housing available through ATH, (such as supportive housing, privately offered affordable housing, down payment assistance programs)

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Staffing	<ul style="list-style-type: none"> • Create Housing Access and Supports team • Complete staff recruitment/transfer, training and skills development 	<ul style="list-style-type: none"> • Continue staff training and skills development; • Review staffing levels against volume • Recruit and train additional Housing Support Worker 	<ul style="list-style-type: none"> • Ongoing staff training and skills development; • Succession planning • Review staffing levels against volume
Data	<ul style="list-style-type: none"> • Establish key performance indicators, service standards and tracking system (started) • Assess current data quality and future data needs to support evidence-based program development (started) • Prepare for database migration from Lotus Notes to Integrated Housing Software • Develop and implement training for staff, applicants, tenants and housing providers on new database 	<ul style="list-style-type: none"> • Conduct client satisfaction and system improvement surveys • Develop and present annual report to Council and Community • Apply data to support evidence based program planning & development • Create comprehensive building inventory with unit and neighbourhood amenities 	<ul style="list-style-type: none"> • Review and improve data collection that can support non-social housing specific programming (e.g. housing redevelopment through better demand analysis; location of community hubs and recreation facilities/programming)
Location	<ul style="list-style-type: none"> • TBD • Fully accessible multi-function front service counter with public waiting area, applicant interview rooms and available public resources (literature, phone, computer) 	<ul style="list-style-type: none"> • Review ongoing suitability of location amenities against user profiles (e.g. volume, families, seniors) • Review and pilot other access points (e.g. community partners and hubs) 	<ul style="list-style-type: none"> • Open up other community access points

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	<ul style="list-style-type: none"> • Available transit (B-line) and parking • Staff and Manager work stations that support job requirements • Accessible washrooms for public and staff • Secure file storage area (move all hard-copy files from current office to new location) • Printer/fax/mail area • Emergency system- lighting and signage • Video surveillance and panic buttons where needed 		
Communication	<ul style="list-style-type: none"> • Develop a communications strategy about changes to ATH, specifically targeting: existing and future applicants, tenants and providers as well community agencies and City stakeholders including the call centre 	<ul style="list-style-type: none"> • Conduct education workshops for housing providers and community partners about ASI enhancements and program improvements (e.g. online applications) • Integration with call-handling initiative (546-CITY) 	<ul style="list-style-type: none"> • Monitor and address ongoing communication needs